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Special Feature

## Sultanate of Oman

A Rich Heritage and Promising Horizons for Civil Aviation

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# SULTANATE OF OMAN

## An Enduring Heritage and Promising Horizons for Civil Aviation

## Journalistic Dialogue

# Oman Civil Aviation a Regional Leading Presence and an Inspired Vision for the Sector's Future



In an exclusive interview with Engineer Nayef Ali Alebry the Precedent of the Civil Aviation Authority, Arab Aviation Magazine discusses the evolution of the civil aviation sector in the Sultanate of Oman and the most significant transformations its ecosystem has undergone in the areas of regulation, safety, air transport, air navigation, and sustainability. The interview also addresses the objectives of the National Aviation Strategy 2040, in addition to the sector's role in supporting the national economy, strengthening air connectivity, and enhancing its preparedness to adapt to changes and look ahead to the future of the aviation industry.

### The Evolution of the Civil Aviation Sector and Oman's Contribution

- Based on your experience in the civil aviation sector, how do you assess the sector's development in the Sultanate of Oman? What do you believe are the most significant changes that have shaped the sector's evolution into its current state?

The civil aviation sector in the Sultanate of Oman has undergone gradual development across all its components, ranging from infrastructure, airports, and air transport to the regulatory framework, safety, air navigation, meteorology, and aviation-related services. This development has contributed to building a more integrated system capable of keeping pace with changes in the global aviation sector, with a focus on improving service efficiency, enhancing safety and security standards, developing national capabilities, and leveraging latest technologies.

Today, the sector is building upon a strong foundation that enables it to continue developing and capitalizing on the Sultanate of Oman's strengths, foremost among them its geographic location, infrastructure, national capabilities, and accumulated expertise across various fields of civil aviation.




• The Omani civil aviation sector is represented in several regional and international organizations and bodies. What is the nature of this representation, and how do Omani expertise and experience contribute through it to the exchange of expertise and the development of aviation-related practices and policies?

Oman's presence in regional and international aviation organizations and bodies reflects the level of development achieved by the civil aviation system in the Sultanate of Oman, as well as the trust placed in national expertise and experience in this field. This presence is not limited to participation but extends to contributing to the work of committees and technical teams, exchanging expertise, and participating in the development of policies, standards, and practices related to civil aviation. We view this presence as an opportunity to strengthen the Sultanate of Oman's standing while simultaneously benefiting from international and regional experiences, thereby supporting the sector's development domestically and enhancing its ability to keep pace with global best practices.



**National Aviation Strategy 2040**

• Given your responsibility for regulating the sector, how was the National Aviation Strategy 2040 developed, and what role does this strategy play in shaping the future of the civil aviation sector in the Sultanate of Oman?

The National Aviation Strategy 2040 was developed as a comprehensive framework that defines the direction of the civil aviation sector for the coming period and links the sector's various components and objectives, in alignment with the goals of Oman Vision 2040.

The strategy views aviation as an integrated system that extends beyond air transport to encompass regulation, airports, air navigation, logistics, human resources, modern technologies, and sustainability.

It also focuses on enhancing the sector's competitiveness, improving its efficiency, and generating greater economic value,

while developing a supportive environment for investment and innovation and empowering local talent to help shape the sector's future.

• What are the key objectives that the Authority and sector stakeholders are working to achieve under the strategy, and how are you tracking the transition from strategic planning to implementation and impact assessment?

The strategy includes a set of objectives related to air traffic growth, infrastructure development, enhancing operational efficiency, human resource development, supporting sustainability, and creating an environment conducive to new technologies and fields in aviation. What is most important at this stage is the transition from setting targets to implementing the associated initiatives and projects, in accordance with clear priorities and measurable performance indicators.

The Authority is working in collaboration with various stakeholders in the sector to monitor the implementation of these initiatives and measure their progress and impact, thereby enabling a review of priorities and adjustments to the roadmap as needed, and ensuring that the strategy translates into tangible results that benefit the sector and the national economy.

**Aviation and the Support of National Economy**

• How do you view the role that aviation sector can play in supporting the national economy, diversifying sources of income, and boosting tourism, trade, and investment in the Sultanate of Oman?

The aviation sector is a key driver of economic growth; it is not limited to transporting passengers but is linked to a broader ecosystem that includes tourism, trade, logistics, investment, supply chains, and job creation.

Furthermore, the existence of an efficient and integrated aviation sector enhances the Sultanate of Oman's ability to access global markets, supports the movement of visitors and goods, and provides a more attractive environment for investment in aviation and its supporting services. From this perspective, the sector's development is not viewed in isolation from other economic sectors, but rather as part of the national development framework and as one of the drivers for achieving the objectives of Oman Vision 2040.

• Given the sector's achievements in recent years, where do you see the most significant opportunities to enhance aviation's contribution to the national economy in the coming period?

There are numerous opportunities to build upon, including the development of air

connectivity, enhancing the efficiency of airports and related services, expanding air cargo and logistics services, as well as capitalizing on the Sultanate of Oman's geographic location and strengthening its presence on regional and international air traffic routes.

New opportunities are also emerging in connection with modern technologies and future aviation fields, including advanced air mobility, as well as opportunities for developing aviation-related industries and services. Investment in national talent remains one of the most important of these areas, as the sector's sustainable growth requires qualified personnel capable of keeping pace with rapid technical and regulatory developments.

**The Sultanate of Oman and Global Aviation Hubs**

• Given the Sultanate of Oman's geographic location and its strengths, how is the Authority working to enhance the Sultanate's competitiveness and connect it to regional and international aviation hubs?

The Sultanate of Oman's geographic location is one of the key assets that can be leveraged to strengthen its presence in the regional and international aviation ecosystem. However, location alone is not enough. competitiveness requires an integrated system of infrastructure, services, operational efficiency, regulatory frameworks, and air connectivity. The Authority is working to develop the regulatory environment, expand relationships and agreements in the field of air transport, and support the growth of air traffic, in addition to enhancing the efficiency of air navigation and related services. The goal is to provide an environment that enables the various components of the sector to benefit from these elements and strengthen the Sultanate of Oman's ability to attract air traffic and aviation-related activities.

• Or support services, latest technologies, and future aviation fields?

Opportunities are not limited to traditional air transport but extend to a broad range of aviation-related activities and services, including logistics, air cargo, ground services, training, and digital technologies.

Global developments are also creating new fields, such as advanced air mobility and aircraft equipped with cutting-edge technologies—areas that require regulatory and technical preparedness, as well as the development of specialized national capabilities. It is important that we address these areas from an integrated perspective, ensuring that the regulatory environment keeps pace with technological developments, that the necessary expertise and infrastructure are in place, and that new opportunities are transformed into sustainable economic and developmental value.



**Readiness, crises, and the future of the sector**

• From your experience in managing and organizing the sector, what are the main lessons that have strengthened the civil aviation system's readiness to deal with crises and the changes happening in the aviation industry globally?

Experiences in the aviation sector, especially the COVID-19 pandemic, along with geopolitical changes and situations in the region and the world, have shown that readiness must be an ongoing approach in managing a sector that is naturally linked to regional and international developments. These circumstances highlighted the importance of having a system capable of early monitoring changes, assessing risks, making quick decisions, coordinating between different entities, and ensuring the continuity of operations and services according to priorities that place safety and security first.

These experiences also showed that crisis management in the aviation sector doesn't start when a crisis hits, but starts beforehand through planning, boosting readiness, updating procedures, and establishing clear channels for coordination and response. In the Sultanate of Oman, the accumulated experience of dealing with various situations has helped strengthen the system's ability to adapt to changes and respond more flexibly, while maintaining the continuity of essential services and the reliability of operations.

And the most important lesson is that being ready doesn't mean being prepared for just one scenario but rather building an institutional capacity to deal with different variables, some of which can be predicted, and some may arise suddenly. That's why we continue to develop the risk management and response system, strengthen the integration between the sector's components, and enhance the efficiency of our national staff, so that we can handle current and future changes with confidence and flexibility. I think this point is important for the coming phase; as the global aviation industry becomes more interconnected, flexibility, readiness, and quick response become key elements in the sector's sustainability and in boosting its ability to continue playing its role in serving the national economy.

• At the end of this conversation, what message would you like to convey to Omani youth and national talents who are preparing to take the lead in the aviation sector in the coming years, amid the technological and operational changes the sector is experiencing?

The aviation sector is one of those constantly evolving sectors, opening wide opportunities for national talents in various fields, including engineering, air navigation, meteorology, safety and security, technology, economics, transportation, and many other aviation-related areas. I encourage young Omanis to explore these fields and take advantage of the opportunities available for learning, training, and development. The future of the sector needs national professionals who have the knowledge, skills, and ability to keep up with developments.

We view national talents as one of the most important elements for the sustainability of the sector, and we work to ensure that the aviation environment in Oman can empower these talents and provide them with opportunities to participate in building the future of the sector.

The ambition we are working for today is to make the Omani civil aviation system more integrated, efficient, and ready, so the sector continues contributing to the national development journey toward a more sustainable and competitive future.

# Oman's Civil Aviation Sector...

## Achievements and Indicators

**An integrated system that achieves advanced levels of safety, security and facilitation, and strengthens Oman's regional and international presence**



## 01 Aviation Safety

Advanced levels of oversight and compliance

**95.95%**
Compliance with ICAO regulations and effective safety oversight performance

**5**
**Fifth globally**
in the field of aviation safety



## 02 Aviation Security and Facilitation

High readiness and services with international standards

**94.4%**
Compliance with the Comprehensive Aviation Security Audit Programme

**100%**
Compliance with facilitation requirements under Annex 9 to the Chicago Convention

**3**
Third in the Middle East in the field of aviation security and facilitation



## 03 Environment and Sustainability

National commitment to achieving carbon neutrality goals

**National action plan**
to reduce carbon emissions from operational aircraft

**2**
Two national airlines (Oman Air and SalamAir)

**2**
Certified carbon data reports from national airlines

**2**
Verified reports certified by ICAO-accredited auditors

**75**
Destinations for direct flights under offsetting requirements

**36**
Destinations for direct flights under offsetting mechanism requirements



## Press Poll

## Oman's Civil Aviation Sector is an Integrated System toward a More Ready Future

The civil aviation sector is no longer a system limited to aircraft and airports, but has become an integrated sector in which the roles of regulation, air navigation, meteorology, air transport, operational services, safety, modern technologies and human resources overlap, making the integration of these components a key element in the efficiency and sustainability of the sector's growth.

In the Sultanate of Oman, the civil aviation sector continued to develop in line with the changes in the aviation industry globally, taking advantage of the Sultanate's geographical location, infrastructure, and national expertise, and the trend towards developing a more efficient, sustainable and responsive sector to the demands of the future.

In this survey, Arabian Aviation Magazine sheds light on the sector with a number of leaders, officials and workers in the components of the civil aviation sector, to identify the most prominent aspects that make up this system, so that each of them presents their vision from the reality of their specialization, so that these opinions are gathered in one image that reflects the reality of the sector, its development paths and its future aspirations.

**Media and awareness. Building a culture of aviation in the community**

In light of the multiplicity of fields in the aviation sector and the development of its specializations, what role can specialized media play in building an aviation culture in society, and introducing new generations to the specializations of the sector and the professional opportunities it provides?

Mr. Hamed bin Ahmed Al Barashidi, Director General of Planning at the Civil Aviation Authority, said that specialized media is an important means to introduce the community to the civil aviation sector, its components and specializations, especially that many areas of work in the sector may not be sufficiently known to the public. He explained that it is important that media content goes beyond just reporting news to providing specialized knowledge and information in a simplified and reliable manner, and introducing the nature of business, specializations and professional opportunities provided by the aviation sector.

He added that digital platforms represent an opportunity to reach out more to the youth by providing continuous content that helps them learn about the aviation sector and its educational and professional paths, and enhances their connection to

the opportunities that this sector provides to national competencies.

**Regulation and legislation. Keeping pace with the developments of the aviation industry**

With the aviation industry accelerating in its operational and technical fields, what requirements does the regulatory system in the Sultanate of Oman need to keep pace with these developments, maintain safety, security, and efficiency and support the competitiveness of the sector?

Ms. Rawya bint Nasser Al-Adawi, Director General of Civil Aviation Regulation at the Civil Aviation Authority, stressed that the continued development of the civil aviation sector requires the existence of a regulatory system capable of keeping pace with the developments in the aviation industry, enhancing the levels of safety, security and efficiency, while continuing to develop legislation, regulations and procedures in accordance with international standards and practices.

She explained that the rapid developments in the fields of aviation and modern technologies call for the continuous development of regulatory frameworks, which allows to benefit from these developments in an orderly and safe manner, supports innovation and investment, and enhances the competitiveness of the sector.

She added that the next phase requires achieving greater integration between regulation and operational and technical developments, in addition to developing national competencies, in a way that contributes to building a regulatory environment capable of supporting the objectives of the National Aviation Strategy 2040.

**Air Navigation. Traffic Management and Airspace Efficiency Enhancement**

As air traffic grows and airspace management requirements evolve, what are the top priorities that Oman's air navigation system needs to enhance safety, efficiency and air traffic flow?

Mr. Saleh bin Abdullah Al Harthi, Director General of Air Navigation at the Civil Aviation Authority, said that keeping pace with the growth of air traffic requires continuing to develop the air navigation system in terms of systems, technologies, infrastructure and procedures, in addition to investing in specialized national competencies.

He explained that efficient airspace management depends on the integration of various elements of the system, the exchange of information, and the use of technologies and data to support decision-making and air traffic management.

He pointed out that with the continuous development of the aviation industry, the importance of employing modern systems and data will increase in improving the efficiency of operations and raising the ability to deal with variables, in order to

maintain the safety of air traffic and enhance its streamlining.

**Meteorology. Information that supports the safety of the weather decision**

What role does the meteorological system play in supporting the safety and efficiency of aviation operations, and how can modern technologies and advanced data enhance its capabilities in dealing with weather phenomena and climate variables?

For his part, Mr. Abdullah bin Rashid Al Khadoori, Director General of Meteorology at the Civil Aviation Authority, pointed out that meteorology plays a key role in supporting the safety and efficiency of aviation operations, by providing information, data and weather forecasts that help the concerned authorities and workers in the aviation sector to plan and make appropriate decisions.

He explained that the development of monitoring, analysis and modelling technologies has contributed to enhancing the ability of the meteorological system to provide more accurate and timely information, which supports dealing with various weather phenomena affecting air traffic.

He added that climate changes and extreme weather phenomena impose the need to continue developing monitoring, forecasting and warning capabilities, and to benefit from modern technologies and data, in order to enhance the readiness of the aviation sector to deal with various weather conditions.

Aviation in Dhofar Governorate. Supporting Movement and Development

In light of the geographical and climatic specificity of Dhofar Governorate and its tourism and economic status, what is the role played by the aviation sector in supporting movement and development in the governorate, and what are the most prominent opportunities for the development of air connectivity and related services?

Mr. Mohammed bin Ahmed Al Yafei, Director General of the Directorate General of Civil Aviation in Dhofar Governorate, said that the aviation sector represents one of the important enablers of tourism and economic movement in Dhofar Governorate, by enhancing the ease of access to the governorate and linking it to various destinations, and the consequent support for tourism, trade and economic movement.

He explained that the governorate is characterized by a climatic and tourist characteristic, especially during the autumn season, which requires an advanced level of readiness and coordination between the various relevant authorities to ensure the continuity and efficiency of air operations.

He pointed out that there are opportunities to continue developing the aviation sector in the governorate and enhancing air connectivity and related services, in a

way that contributes to benefiting from the tourism and economic components enjoyed by Dhofar, and supports its presence within the aviation and transport system in the Sultanate of Oman.

**Support services are a pillar to empower competencies and enhance the readiness of the sector**

In a specialized and multi-disciplinary sector such as civil aviation, what role do support services play in providing the institutional environment that enables the various units and disciplines to perform their roles, and in developing competencies and raising readiness for the next stage?

In this context, Mr. Hussain bin Salem Al Rahbi, Director General of Support Services at the Civil Aviation Authority, stressed that support services are one of the main enablers of the work of any institutional system, and their importance increases in a specialized and multi-disciplinary sector such as the civil aviation sector, which depends on the integration of roles and the availability of competencies, resources and systems that support the continuity and efficiency of work.

He explained that the role of support services is to provide the institutional environment that enables various units and disciplines to perform their roles efficiently, by supporting human resources, developing capabilities, providing the necessary resources and services, in addition to enhancing the efficiency of procedures and benefiting from modern solutions and technologies.

He added that the next phase requires a greater focus on building national capacities, developing the work environment, and raising institutional readiness, in line with the objectives of the National Aviation Strategy 2040 and supporting the Authority's ability to perform its organizational and technical roles efficiently and sustainably.

**From organization to operation. Translating the development of the system into reality**

After reviewing the organizational, technical and media aspects, the picture is completed by moving on to the main operators of the sector, as the experiences of the carriers and airports reflect the operational aspect of the aviation system, and the associated air connectivity, services and passenger experience.



**Oman Airports Sector Gateway and Passenger Experience**

As air traffic grows and passenger expectations evolve, how is Oman Airports working to improve operational efficiency and passenger experience, employ modern

technologies, enhance air connectivity and trade and investment opportunities?

Mr. Haitham Al Taie, Acting Chief Executive Officer of Oman Airports, said that Oman Airports seeks to provide an integrated Omani experience that combines operational efficiency, quality of services and hospitality, in order to enhance the role of airports in connecting the Sultanate of Oman to the world and supporting tourism, trade and economic growth.

He explained that Oman Airports continues to develop the passenger experience and employ digital technologies and solutions, in addition to enhancing sustainability, expanding the horizons of cooperation and partnerships, and creating an attractive environment for commercial and investment opportunities related to the aviation sector and airports.

He added that work is being done in cooperation with partners to enhance air connectivity and attract more airlines and destinations, in order to enhance the competitiveness of the Sultanate of Oman's airports and support its presence on the regional and international aviation map.



**Oman Air Enhances Air Connectivity and International Presence**

As the national airline, how does Oman Air contribute to enhancing air connectivity and connecting the Sultanate of Oman to global markets and destinations, and what is the importance of integration between the carrier, airports, regulators and other components of the aviation system in achieving this?

In this context, Mr. Nasser bin Ahmed Al Sharji, Chief Executive Officer of Oman Air, explained that air connectivity is one of the important factors in supporting economic growth, and that the national carrier plays a role in connecting the Sultanate of Oman to the world, and opening the way for the movement of people, businesses and opportunities.

He explained that the trend is not limited to adding new destinations, but also moves towards developing a valuable air connection that supports economic development, meets the needs of travelers,

and contributes to supporting tourism and investment.

He pointed out the importance of focusing on operational efficiency and the passenger experience, in addition to building strategic partnerships, stressing that continued progress in this field depends on the integration of the aviation system, including modern infrastructure and airports, safe and efficient air navigation, and a regulatory system capable of keeping pace with the requirements of the future.




**SalamAir expands travel options and enhances air connectivity**

What role can low-cost aviation play in expanding travel options and enhancing air connectivity between Oman and regional and international markets, and how important is the integration between carriers, airports and regulators in supporting the growth of air traffic?

Mr. Adrian Hamilton-Mans, Chief Executive Officer of SalamAir, stated that low-cost aviation plays a pivotal role in making air travel more accessible to larger segments of passengers, as well as enhancing air connectivity between Oman and promising underserved markets for air transport in the Middle East, Africa, Asia and Europe.

This contributes to enhancing travel options and responding to growing demand, with a focus on operational efficiency and providing services that are in line with the needs of travelers.

He pointed out that the integration between air carriers, airports, regulators and various components of the sector is an important factor in supporting the growth of air traffic and enhancing the ability of the aviation system to respond to market demands.

These opinions, despite their different fields, reveal one fact, which is that the civil aviation sector in the Sultanate of Oman is a single system in which multiple roles are integrated, as the organization sets frameworks and standards, air navigation manages traffic in the airspace, meteorology provides information that supports the soundness of the decision, and the system extends to governorates, airports, air carriers and aviation-related services, while the media contributes to building awareness and introducing the community to this system and its specializations.

Investing in national competencies and modern technologies, raising operational efficiency, and enhancing integration between the various components of the sector remain among the most prominent factors that will support its ability to keep pace with the upcoming transformations.



# Oman's Air Connectivity...

## Oman on the Global Network

**A wide network of agreements and growing air traffic, strengthening Oman's position as a regional and international aviation hub**

### Air Transport Agreements

**135**
Open skies agreements with countries around the world

**88**
Air transport agreements




### Passengers through Oman's airports

**14.94**
**million passengers**
in 2025

**+2.8%**
Compared to 2024 (14.54 million passengers)

### Aircraft movements in Omani airspace

(All movements managed by the Civil Aviation Authority)

**643,069**
**Total aircraft movements**
in 2025

**585,357**
**Overflying aircraft**
in Omani airspace
(99%)

**57,712**
**Movements related to Oman**
(arrivals, departures and local flights)
(1%)

## Oman's National Aviation Strategy 2040

From today's reality to the 2040 targets

### Passengers

**23** million passengers (current level) → **40** million passengers (target for 2040)

**+73.9%**
Required increase to reach the target

### Air Cargo

Around **500** thousand tons (current level) → Around **1** million tons (target for 2040)

**+100%**
Required increase to reach the target

### Investments

**1.5**
**billion OMR**
(target for 2040)

**3.9**
**billion USD**
(target for 2040)



# *Human Capital at the Heart of the Omani Civil Aviation Story*

**Zahraa bint Saif Al-Munji**

**Advisor to the Chairman of Civil Aviation Authority for Human Resources**

Aviation has two faces: one seen by the eye, and another crafted by knowledge far from departure lounges and runway extensions. The first is drawn by aircraft, airports, and navigation systems; the second is made by humans, silently, behind the safety of a flight, the discipline of an airspace, and the trust of an entire system. Technology gives aviation its tools, but it is humans who give it meaning; turning technology into capability, capability into value, and knowledge into decisions.

And here, the power of money ends and the power of time begins. An aircraft may arrive with a deal, an airport may rise in years, and a navigation system may be installed in months; but expertise has no market that sells its years. It is an asset that matures only with time, and its value rises only with what practice tests and responsibility refines. This is why human capital in civil aviation is based on a different economy; an economy measured not by what was spent on a person alone, but by what time has built in them in terms of judgment, and what they are able to leave behind in knowledge.

From here begins a story not told by runways nor recorded by aircraft movements; the story of the Omani human as he enters, with his country, a new era. The sky that opened before the Sultanate of Oman was not just a new domain for movement, but a responsibility that man had to grow into, knowledge he had to possess, and a horizon that widened as his ability to reach it widened.

## *Phase of National Capacity Building*

With the dawn of the Blessed Renaissance in 1970, the Sultanate of Oman was not expanding a fully-founded state; it was building the foundation itself. Roads, schools, services, and institutions were forming at the same time, and resources were distributed among necessities where one could not wait for the other. In a country whose need for development was wider than its base of qualified human resources, scarcity was not only financial; the qualified human himself was one of the rarest assets of development.

Oman has a memory with distance that is older than the modern state; its fleets throughout history created a presence that went beyond the shoreline, transforming the sea from a geographical barrier into a domain of movement and influence. With the modern era, this extension took on another dimension; geography was no longer read

from the sea alone, but the sky became a new extension of Oman's location, and aviation a means to transform location into movement, and movement into value. As if Oman did not change its relationship with the world as much as it changed the space through which it practices that relationship; from a horizon carried by ships, to a horizon carried by wings.

But turning this horizon into capability was not easy. Oman was entering an industry preceded by decades of knowledge and regulation, while its educational and institutional base was still forming. A young national experience had to reach the standards of a mature industry that does not grant the novelty of experience an exemption from its conditions; safety does not give beginnings a grace period, and responsibility is not lightened by lack of experience.

Here was the paradox of capacity building: Oman had to develop its aviation sector, and at the same time create the national competence capable of carrying its responsibilities; two paths that did not have the luxury of one waiting for the other. Sector growth could not wait for national expertise to be complete, nor was it possible to shorten the time of expertise at the expense of professional standards. Between an ambition that wanted to accelerate, and a responsibility that required competence to mature in its own time, the challenge was to expand national participation without lowering the standard.

From this paradox, the logic of the phase was born: that external expertise would be a bridge, not a residence, and that education, training, and practice would become a path through which knowledge would be transferred inward and take root. What was required was not to prepare a citizen to fill a job, but to build a professional capable of bearing its responsibility. Thus Omanization acquired its deeper meaning: the professional standard was not lowered to widen national participation; national competence was raised until it reached its standard.

Investing in people was, in essence, an investment in time. Knowledge does not mature on command, and experience cannot be rushed in what practice grants in judgment and maturity. But the time that seemed at first to be a cost of building competence, as generations passed, turned into accumulated capital; because what one generation bequeaths to the next is not only what it learned, but the distance it will not have to travel again.

While this balance was forming, the map of Omani civil aviation was expanding; from limited civil beginnings and Bait Al Falaj Airport, to the opening of Seeb International Airport in 1973, then to a more extensive and complex system. With each expansion, the industry demanded a higher level of specialization in air traffic control, navigation, engineering, aviation, safety, security, operations, airports, handling, and cargo. It was not the infrastructure alone that was

growing; complexity was growing with it, and each success in building competence raised the level of the next challenge.

Thus the nature of the issue changed over time, from providing competence to deepening it, from learning the profession to bearing its responsibility, and from receiving expertise to being able to transfer it and build upon it. Quietly, the title of knowledge itself was changing; what Oman in its beginnings needed to summon from abroad, began to find in the Omani person and the Omani institution a home where it accumulates.

From here, Omanization goes beyond its numerical logic. Numbers can count who entered the industry, but alone they cannot measure how much of its capability the homeland has come to own. The deeper transformation was not that the Omani became part of aviation, but that aviation knowledge became part of the national balance; a transition from ownership of the job to ownership of capability.

Figures show the extent of the distance this journey has covered. From a limited national presence at the beginning of the Renaissance, the Omanization rate in the civil aviation sector reached about 82% by the end of the first half of 2026. The rate reached 100% in a number of specialized jobs, including air navigation engineering and technical, aviation security, and meteorology. The Omanization rate among air traffic controllers reached 93%, among pilots 71%, cabin crew 61%, engineering and maintenance 87%, passenger services 98%, and air cargo 89%. As for air safety inspection, the rate reached 20%; a rate that is still below the level of ambition, in a rare specialty where the cost of building expertise is high and competition for its competencies is intense, while efforts are underway to expand the base of Omani competencies and raise Omanization levels.

In this expansion, the presence of Omani women has grown to become part of the professional base of the sector; by the end of the first half of 2026, the number of Omani women working in it reached about 827 women, representing 16% of the national workforce, and the number of Omani women in leadership positions in the sector reached 86, representing 20% of the total leadership positions. It is a presence that not only added a number to participation, but expanded the talent base from which the industry draws its expertise and leadership.

Behind these results, a long effort in building and developing human capabilities has accumulated; through specialized training and qualification, professional practice, and transfer of expertise, until the knowledge that began to be summoned from abroad found its way inward, and settled in competencies and institutions. Investing in people was not an effort for a passing phase, but an extended path that contributed to building expertise, enhancing the ability to bear responsibility, and consolidating knowledge within the sector.

Figures are only the visible surface of a deeper transformation. What expanded was not only the Omani presence; what changed, in depth, is the home of knowledge itself. Knowledge that was summoned to operate the industry began to settle in the person and the institution and accumulate across generations. Here, capacity building goes beyond job accounting to the economy of value; for a citizen to occupy a job increases his share of work, but for its knowledge to settle in the homeland increases the homeland's share of the value created by the industry.

And that is the further outcome of the capacity building phase: what began as a reliance imposed by the gap of beginnings, matured into a national balance of knowledge, expertise, and decision-making ability. The most important transformation was not that the Omani found his place in a global industry, but that the knowledge of that industry found its roots in Oman. When it took root, the direction of ambition changed with it, from possessing knowledge to deepening it, from mastering the profession to expanding its boundaries, and from building presence to creating impact. From here begins another phase; not measured by the breadth of competencies, but by the depth of what they can add to the industry.

**Specialized Maturity**

With the expansion of Omani civil aviation, the question is no longer how many competencies the industry can build, but what depth that competence can reach. The more the sector matured, the more general knowledge became insufficient and the value of rare knowledge rose; that which is not granted by a certificate alone, but is refined by practice, tested by complexity, and given its true weight by the responsibility of decision-making. Thus the success of the capacity building phase raised the level of the challenge itself: from building a person capable of performing the profession, to building expertise capable of adding to it.

Accordingly, the nature of investment in qualification changed. With the expansion of Oman's ability to build its specialties internally, international cooperation turned more towards rarer and more advanced knowledge. Learning was no longer just a path to competence, but became a tool to deepen it; professional knowledge reaches its highest value when it transforms, through practice, into insight that sees beyond procedure, judgment that weighs decisions, and experience that can deal with cases for which rules do not provide a ready answer.

Perhaps the most honest account of the outcome of this transformation is the map of responsibility now borne by Omani competencies. Air traffic control and meteorology are now run by Omani competencies, and the national presence has been consolidated in air navigation engineering and technical, security, safety, and oversight, and extended through airlines and airports to pilots, cabin crews, operations, engineering, maintenance, operations, handling, and cargo. At the

heart of this scene, Omani women have entered some of the most specialized and responsible professions; as a pilot, air traffic controller, air navigation engineer, and flight attendant. Thus the national presence is no longer concentrated at the edges of the industry, but extended across the professional chain through which a flight moves from sky to ground.

But maturity is not measured by the breadth of this map alone; but by the quality of value that has come to be formed within it. Competencies that began in some specialties as recipients of expertise, have accumulated from practice and specialization what has moved them from the stage of catching up to parity; and in some areas, national expertise has reached advanced competitive levels regionally, and has moved from receiving knowledge to transferring it and contributing to the development of professional practice. Here the criterion of success itself changes, from reaching the industry standard to being able to add to it.

This shift carries an economic meaning that goes beyond the profession itself. In knowledge-intensive industries, competencies are not equal merely by equal numbers; the value of human capital rises the rarer its specialization, the deeper its experience, and the heavier the decision it can bear. Hence the question is no longer about the size of the national workforce alone, but about the value it has come to store within it; between an employee who performs a job, and an expert who can interpret complexity, make decisions, and transfer his experience, the value that the sector retains from its human capital changes.

However, true maturity does not mean declaring the experience complete. Between specialties in which national expertise has been consolidated, and others that still face challenges in building, attracting, and retaining competencies, a more important sign of maturity appears: the ability to see the gap without the achievement obscuring it. The higher the level of expertise, the higher the definition of what is missing; what was a ceiling for ambition in one phase becomes a floor for a higher challenge in the next phase.

Here appears the farthest return of decades of human building. What was built to meet the needs of a phase did not remain captive to it, but became a national asset that raises the starting point for what comes after. And that is the deeper outcome of specialized maturity: that Omani competence moves from proving its ability to bear the responsibility of the industry to deepening the value it adds to it. From this base begins the horizon of 2040; when the challenge is not only in how much Oman has mastered of today's industry, but in the ability of its people to find their place in an industry being reshaped for the future.

## Aviation Strategy 2040: From Owning Knowledge to Creating the Future




In an industry that measures its movement in seconds, 2040 seems distant on the calendar, and close in human life. The child who enters school today may stand at that horizon before systems not yet designed, decisions shared by human expertise and algorithms, and professions whose names have not yet settled. Here lies the paradox of the future: to prepare today the person who will lead an industry whose features are not yet complete.

The aviation strategy sets ambitious economic features for that horizon: more than 40 million passengers, about one million tons of air cargo, more than one billion Omani Rials in cumulative private sector investments, and a contribution exceeding 3.5% of GDP. However, these numbers measure the size of the future more than they measure the ability to create it; between the target and reality stands the human as the force that transforms ambition into economy.

At its core, the strategy's projects do not come to expand air traffic alone, but to reposition Oman in a world where maps of travel, trade, and investment are changing; so that its location is not just a point that movement passes through, but a platform around which value is generated. Here the meaning of growth goes beyond the number of passengers, the volume of cargo, and investment to what Oman can retain of the value of that growth within its economy, and what it can build on in terms of status in a global industry.

But the road to that status passes through an industry whose technology is redefining it from within. Artificial intelligence, automation, data, and emerging technologies do not just add new tools to aviation; they change the boundaries of the profession, redistribute roles between humans and machines, and raise the value of the ability to innovate, analyze, and make decisions. Therefore, the bet of 2040 does not lie in introducing technology into the industry alone, but in the Omani human advancing with it; so that the machine's capability does not expand while the human's space narrows, but the value of the role he can play rises with technology.

Here, qualification takes on a different meaning. What creates superiority today may become tomorrow the minimum for competition, and what represents a rare specialty now may be redefined by technology within years. Therefore, the value of the coming human capital lies not in how much it knows alone, but in its ability to learn, transform, and rebuild

its skills whenever the boundaries of the industry move. The future does not reward accumulated knowledge alone; but the ability for that knowledge not to become a constraint on what comes after.

Oman has what gives this bet a meaning that goes beyond economics. It is the one that made peace a language for its presence, and dialogue a bridge when paths narrow between others; and in that is a philosophy that finds in aviation a different extension for it. Both, in their own way, resist distance: peace opens the way between positions when they diverge, and aviation opens the way between people and places when geography separates them. If the former has given Oman a presence that goes beyond its location, the latter gives its children a new horizon to carry that presence to the future.

Hence the aviation strategy acquires its further human meaning. It does not draw the future of aircraft, airports, and technologies as much as it draws the place of the Omani human within the future that these transformations create. The true value of technology does not begin when it enters the industry, but when it raises the human's position in it; when it opens up higher roles for the Omani in innovation, leadership, and creating solutions, so that he is not a consumer of a future that reaches him after it is created by others, but present in the space where it is created.

Here, with the aviation strategy, a new Omani story begins; a story that does not cut its connection with what the past decades have built, but starts from the height to which they have brought it. If the first chapters wrote the story of the Omani human building his place in the aviation industry, then chapter 2040 begins from status, not place; from the Omani being where ideas are formed, technologies evolve, and the features of the coming aviation are drawn. The strategy does not only open new routes in the sky for Oman, but opens a wider space for its children in the world. And if Oman has known throughout its history how to make its location a bridge to the world, then its next story is to make its people a bridge to the future; so that Oman's share of tomorrow is not what reaches it from it, but what its children can add to it.



# Omani Women in the Aviation Sector

## A Growing Presence in Leadership, Specialization and Field Operations

The civil aviation sector in the Sultanate of Oman has witnessed an expansion in the participation of Omani women, who are increasingly represented in leadership and management positions, as well as in technical specializations and field operations related to aviation activities. This reflects the confidence placed in their capabilities and their role in advancing the sector and shaping its future.

**827**
Omani women working in the aviation sector (as of the end of the first half of 2026)

**16%**
of the national workforce in the sector

**86**
Omani women in leadership positions

**20%**
of total leadership positions

## 01 Leadership and Decision-Making

A Presence in Positions of Responsibility and Management



**86**
Omani women in leadership positions

**20%**
of total leadership positions

The presence of Omani women in the aviation sector has extended to positions of responsibility and leadership, including areas such as regulation, oversight, and the management of specialized portfolios. One notable example is the appointment of an Omani woman as Director General of Civil Aviation Regulation at the Civil Aviation Authority.

## 02 Specialization and Expertise

Participation Across Diverse Technical and Professional Fields



**827**
Omani women working in the aviation sector

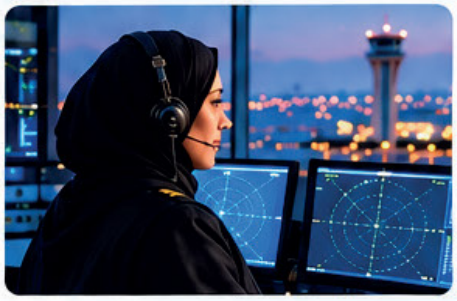
**16%**
of the national workforce in the sector

The participation of Omani women extends across a range of professional and technical fields, reflecting the expanding pool of national talent and the growing diversity of career opportunities within the aviation sector.

- Aviation (Piloting)
- Engineering and Technical Specializations
- Air Navigation and Surveillance
- Safety and Security
- Airport Operations and Services
- Aviation Hospitality and Passenger Services

## 03 From the Field to the Future

Field Operations and Emerging Career Pathways



The participation of Omani women is not limited to administrative positions, but extends to field and operational roles. With the introduction of new technologies, digital transformation, advanced air mobility and unmanned aircraft, the range of specializations and professional opportunities available to Omani women continues to expand.

- Sustainability and Environment
- Unmanned Aircraft
- Digital Transformation
- Advanced Air Mobility
- Modern Technologies and Innovation

New fields are creating emerging career pathways for national talent and Omani women, contributing to the development of the aviation industry of the future.



# Civil Aviation in the Sultanate of Oman: An Integrated System, Advancing Achievements, and a Vision for the Future




The civil aviation sector is undergoing rapid transformations that are reshaping the nature of the industry and its requirements. These developments are driving States to modernize their aviation systems, enhance the efficiency of their infrastructure and services, strengthen safety and security standards, and keep pace with technological and operational advancements. At the same time, they are encouraging the development of national capabilities capable of capitalizing on the new opportunities emerging within the aviation industry.

In the Sultanate of Oman, these transformations have been reflected in a continuous process of developing the civil aviation sector across its various components, encompassing regulation and legislation, airports, air transport, air navigation, meteorology, safety and security, as well as environmental protection, digital transformation, modern technologies and emerging areas. This reflects the sector's evolution towards a more integrated system, in which regulation, operations, infrastructure, human resources and modern technologies interact to enhance the sector's efficiency and support its sustainable growth.

Within this context, the National Aviation Strategy 2040 provides a framework for

the development of the sector during the coming phase, through enhancing its efficiency and competitiveness, developing air connectivity, infrastructure and services, building national capabilities, and maximizing the economic value of aviation by linking its growth to the broader pathways of economic diversification, particularly tourism, logistics, trade and investment, in line with the objectives of Oman Vision 2040.

In this context, the Civil Aviation Authority continues to play its role in regulating the civil aviation sector, enhancing its safety and security, developing air navigation and meteorological services, supporting the growth of the sector and empowering its various components, while also strengthening Arab and international cooperation and participating in specialized organizations, committees and meetings.

The Authority's contribution to the 2026 edition of the Arab Aviation Magazine provides a comprehensive overview of the civil aviation sector in the Sultanate of Oman. It goes beyond presenting figures and achievements to address the aviation system from its various dimensions, ranging from vision and strategy to regulation and operations, safety and security, air connectivity, environmental sustainability, crisis management, public awareness, national human capital development, the role and participation of Omani women, and preparedness for the future of the aviation industry.

Through a series of articles, interviews and specialized analyses, this feature highlights Oman's experience in developing its civil aviation sector and the transformation and integration taking place across its aviation system. It also sheds light on the ongoing efforts to strengthen the sector's readiness and enhance its capacity to keep pace with the rapid transformations shaping the future of the aviation industry.

## Aviation and Sustainability: A Commitment Aligned with the Global Transition

Sustainability and environmental protection have become key priorities for the global aviation industry, as the sector moves towards reducing emissions, improving operational efficiency, and developing solutions that contribute to achieving climate action goals.

In the Sultanate of Oman, this agenda forms an integral part of the efforts to develop the aviation sector, through monitoring requirements related to carbon emissions reduction, strengthening the participation of national airlines in relevant international programmes, and enhancing preparedness to meet future requirements.

These efforts include the State Action Plan for the voluntary reduction of carbon emissions from international aviation, as well as the participation of national airlines in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), including the monitoring and reporting of emissions and their verification.

The National Aviation Strategy 2040 also incorporates environmental sustainability

considerations, in line with international developments and with the objective of enhancing the sector's efficiency and readiness for the next phase.

## From Active Engagement to Future Prospects: Oman in the Arab and International Aviation Community

The role of States in the international aviation community is no longer limited to participation in meetings and events. It is increasingly measured by their contribution to the work of committees and technical groups, the exchange of expertise, the development of partnerships, and their participation in shaping and advancing relevant standards and practices. In this context, the Sultanate of Oman has strengthened its presence in Arab and international aviation forums, drawing on its accumulated national expertise and the continued development of its domestic regulatory, technical and operational capabilities.

## Active Engagement in the Arab and International Aviation Community

Oman's engagement in the Arab and international aviation community extends beyond participation in meetings and events to include contributions to the work of specialized committees and technical groups, as well as discussions on issues related to the development of the aviation sector and keeping pace with its evolving requirements.

This engagement is reflected in the Sultanate of Oman's participation in the work of the International Civil Aviation Organization (ICAO), the Arab Civil Aviation Organization (ACAO), and other specialized forums, alongside the contributions of Omani professionals in a range of technical and regulatory fields. Oman's role has also been reflected in its hosting of a number of specialized regional and international meetings and workshops.

## Partnerships and Cooperation: A Gateway to Knowledge Exchange and Sector Development

Engagement in regional and international forums goes hand in hand with expanding areas of cooperation and partnership. Agreements, technical cooperation and the exchange of expertise provide channels for benefiting from international experience and strengthening national capabilities.

Such partnerships also create opportunities for cooperation in emerging areas linked to technological development, digital transformation, sustainability and other fields that continue to expand within the aviation industry.

## The Aviation Industry Is Changing: Today's Engagement Preparing for Tomorrow's Requirements

Alongside strengthening its engagement in the regional and international aviation community, the Sultanate of Oman is operating within an aviation industry undergoing rapid transformation. Technological development, digital transformation, the growing reliance on data, sustainability requirements, and the emergence of new fields such as Advanced Air Mobility are reshaping the nature of

the sector and creating new requirements for regulators, airports, airlines and other aviation stakeholders.

## From Active Engagement to Future Readiness

The Sultanate of Oman's active engagement in the Arab and international aviation community is not a separate objective from the development of the sector at the national level. Rather, it forms part of an integrated approach that brings together participation, knowledge exchange, partnership building, learning from international experience, and preparedness for future transformations.

As the aviation industry continues to evolve, it becomes increasingly important for the national aviation system to anticipate changes, prepare for them at an early stage, and capitalize on the opportunities created by new technologies and emerging fields, while maintaining high levels of safety, efficiency and sustainability.

Against this backdrop, the Sultanate of Oman is moving towards a new phase in the development of its aviation sector, building on its accumulated expertise, infrastructure and regional and international presence. By leveraging partnerships and cooperation, and investing in people and technology, Oman is strengthening the sector's capacity to sustain its growth and contribute to the objectives of national development.